

NOTICE: This is for AY07 only, changes may occur for AY08



AIR COMMAND

AND

STAFF COLLEGE

STUDENT HANDBOOK

Revised: 1 July 2006

Introduction

This handbook is a “one-stop” quick reference guide for Air Command and Staff College’s students and covers a broad range of ACSC programs and policies. This guide is general in nature and is not the final authority on most of the information covered in the handbook. For more specific information than included here, please refer to the appropriate Air Force and Air University Instructions, or ACSC Operating Instructions. This guide, and additional information, is also available in the Orderly Room section of the ACSC intranet.

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Dear ACSC Class of 2007

Welcome to the Air Command and Staff College (ACSC) family! We congratulate you on your selection to attend ACSC in-residence. You can look forward to being challenged throughout the year in and out of the classroom. Leadership opportunities are an important aspect of ACSC and will help you grow personally and professionally during your time here. You are joining an organization totally committed to our vital mission: *Set an example that creates an environment which inspires ACSC student-leaders to succeed!* We ensure freedom by developing leaders.

The "first-50," along with some officers from the AY06A (December entry) class, will be the initial cadre of leadership for your class. You will be joined by 535 U.S. officers and 77 international officers from 64 different countries. You will build life-long relationships.

Take time to review the Student Handbook and to avail yourselves of our policies. Feel free to contact myself or the 21 STUS/DO with any questions. Again, welcome to ACSC. I am confident you will find this assignment challenging and rewarding. I look forward to serving with you.

Sincerely

///SIGNED///

GAY M. MCGILLIS, Lt Col, USAF
Commander

THE ACSC MISSION



***Prepare Warriors To Lead Air, Space,
and Cyberspace Forces In
Joint/Combined Operations***

THE 21ST STUDENT SQUADRON



Mission

Set an example that creates an environment which inspires ACSC student-leaders to succeed

Vision

Create a leadership learning environment for 21st century military organizations

We Ensure Freedom by Developing Leaders

CHAPTER 1

Professional Conduct

ACADEMIC FREEDOM

The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staff are encouraged to speak and write freely. Even in this academic setting, however, the importance of Air University's military mission requires limits on some types of expression. All laws and standing regulations concerning the conduct of government employees (both military and civilian) apply to Air University faculty members and students who are employees of the U.S. government. For example, in accordance with the Uniform Code of Military Justice (UCMJ), commissioned officers, officer trainees, and cadets may not use contemptuous words toward the President, Vice President, Congress, the Secretary of Defense, the Secretary of the Air Force, and others. In addition, military members may not make disrespectful remarks about a superior commissioned officer, nor may an enlisted member make a disrespectful statement toward a superior noncommissioned officer.

In addition to these specific restrictions on military members, faculty, students, and staff should remember that the public might judge the armed forces or Air University by their spoken or written statements. In any public forum, Air University faculty, students and staff members should make every effort to indicate clearly that the opinions they express are personal to the member, and do not represent the official views of their organization, Air University, the United States Air Force, the US government, or any other government or academic community.

Guest lecturers, faculty, and students are encouraged to state their opinions and support or criticize any objective, policy, strategy, or tactic while pursuing knowledge, understanding, and improvement of the military profession. When instructing, writing, or speaking at any event sponsored by Air University, guest lecturers, faculty, and students must adhere to the Air University policy against making offensive remarks and irresponsible statements. The intent of this policy is to focus attention on the need for civility and accuracy in the comments individuals make about and toward others in an academic environment. In the articulation and defense of ideas and positions on issues, individuals should be accurate, should show respect for the opinions of others, and should make every effort to indicate they do not speak for the university.

Offensive remarks or irresponsible statements include comments disparaging any person's race, color, national origin, ethnic group, religion, or sex. Offensive remarks or irresponsible statements by any speaker at any event sponsored by Air University are not tolerated. This is not meant to restrict classroom discussions of controversial subjects; however, discretion must be a guiding criterion. Statements made by individuals that are clearly designed to incite riots, advocate overthrow of the government, encourage intellectual dishonesty or the capricious and arbitrary disregard

of standards of professional conduct, also fall under the category of irresponsible statements.

Statements, disagreements, and other comments made by individuals or groups in the educational forum are safeguarded through the practice of non-attribution. It is acceptable to say “a previous speaker” made a particular statement, but the speaker’s name may not be divulged without permission. Communications among students and faculty in a distributed learning environment whether in real time (synchronous) or delayed (asynchronous), are privileged (protected), and non-attribution applies. Care should be taken to ensure that e-mail or text conversations from Internet chat or bulletin board discussions are not forwarded outside the educational forum without the permission of the originator.

All guest speakers, students, and permanent-party personnel are prohibited from divulging the identity of any particular speaker, whether a guest speaker, faculty member, or student, for the purpose of attributing to that speaker any specific remarks or statements, including but not limited to offensive remarks and irresponsible statements, made in the Air University educational forum or at Air University-sponsored events, except when required during official investigations. If citing a particular speaker to facilitate curriculum requirements, the following nomenclature will be used: “The speaker on DD MMM” or “As stated during “Course #).” Remarks made by guest lecturers, faculty, and students may be released or discussed with other individuals outside the school forum only after permission is received from the speaker and approval obtained from the school commandant or commander concerned, or his or her designated representative. For record-keeping purposes, written permission should be obtained when possible. If written permission is difficult or impractical to obtain, memos for record or other suitable methods should be used to indicate that the speaker has granted permission.

Further guidance regarding principles and policies relating to academic freedom may be found in Air University Instruction (AUI) 36-2308, *Academic Freedom*.

ACADEMIC INTEGRITY

Academic integrity is defined as uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity.

Breaches of academic integrity include:

Plagiarism—the act of appropriating the literary composition of another, parts or passages of their writings, or the ideas or language of the same, and **intending** to pass them off as the product of one’s own mind. An example is copying verbatim without quotation marks with the intent to claim that material as one’s own work is plagiarism, as is the intentional use, without credit, of a source’s sentence structure and style with only minor word changes. Intent is established based on consideration of all circumstances and evidence presented. The correct method for giving credit to a

source in written work is to use quotation marks and an accompanying footnote when quoting directly and a footnote when paraphrasing. In the case of oral presentations, credit must be given for direct or paraphrasing of direct quotes. **WHEN IN DOUBT, CITE!**

Cheating—the act of giving or receiving improper assistance such as, but not limited to, gaining unauthorized access to faculty materials that have not been released for student use; copying answers from another's examination; using texts, notes, issue materials, or other references not authorized for examinations or other assigned work; using previously written research papers, briefings, or other types of student work normally assigned by the college, provided by former students of the course; knowingly permitting another student to copy one's writing assignments, speech or briefing materials, or answers from an examination paper; and collaborating with other persons on individual assignments except as specifically authorized by the college.

Misrepresentation—the act of making an assertion to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so; for example, false reporting. Students enrolled in a course who previously took the same course (or a variant of it; for example, a nonresident version of the same course) and attempt to resubmit research papers or other work in fulfillment of a current school assignment, while disguising the fact that it is a resubmission, would be guilty of misrepresentation.

All students and permanent-party personnel must adhere to the highest standards of academic integrity. They are prohibited from engaging in plagiarism, cheating, misrepresentation, unprofessional relationships, or any other act constituting a lack of academic integrity. Failure on the part of any individual to practice academic integrity reflects discredit both on the Air Force and on the individual and is not condoned by Air University.

Specific guidance regarding academic integrity may be found in AUI 36-2309, *Academic Integrity*. Individuals who violate this instruction are subject to adverse administrative action. Individuals subject to the Uniform Code of Military Justice may be prosecuted under the UCMJ for violations of academic integrity. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

EQUAL OPPORTUNITY AND TREATMENT/SEXUAL HARASSMENT

As a military institution, ACSC upholds the highest standards of professional and personal conduct at all times. Individuals must be treated with due dignity and respect. Any form of sexual discrimination or mistreatment will not be tolerated.

Sexual Harassment. Sexual harassment is forbidden and is beneath the dignity of military officers. The Air Force defines sexual harassment as follows:

"Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career, or

Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or

Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is also engaging in sexual harassment."

The Air Command and Staff College goal is to maintain an environment free from sexual harassment. No one may make comments, remarks, or take actions of a sexual nature that might offend others. Similarly, everyone has an obligation to inform others if their comments, remarks, or actions have been offensive. This frank communication between individuals at ACSC is expected and will help foster an environment free from sexual harassment.

Equal Opportunity and Treatment

Ethnic or racial jokes, slurs, or mistreatment are discriminatory, are not acceptable, and will not be tolerated at ACSC. This applies to all communications: spoken, written and electronic. The Golden Rule applies—treat everyone as you want to be treated.

FRATERNIZATION AND UNPROFESSIONAL RELATIONSHIPS

Relationships are deemed unprofessional, whether pursued on or off duty, when they detract from the authority of superiors or result in, or reasonably create the appearance of, favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. Fraternization is an aggravated form of unprofessional relationship and is recognized as a violation of Article 134 of the UCMJ. Air Force Instruction (AFI) 36-2909, *Professional and Unprofessional Relationships*, provides specific guidance related to training and educational situations. Specific to the academic environment, AF policy now advises against any personal relationships between faculty and students in a professional military education environment. The AETC supplement is dated 12 Jun 03.

FOREIGN DISCLOSURE OF INFORMATION

Air Force Policy Directive 16-2 states that disclosure of information, documents, or training materials to foreign governments or international organizations is not allowed unless approved by the Secretary of the Air Force/International Affairs Disclosure (SAF/IAD) section. In accordance with this policy, ACSC training materials (including lesson/teaching plans, PowerPoint lesson plan slides and/or notes, and ACSC CD-ROMs) may not be distributed to foreign visitors without expressed approval coordinated through the AU Foreign Disclosure Office. Refer visitors requesting such information or documents to the ACSC Foreign Disclosure Representative, Dr. William Dean or his assistant Major Lourdes Duvall. He will submit a request for approval through AU. International officers are not required to have a security clearance to attend ACSC. Classified information is not disclosed to international students.

INFORMATION SECURITY IN PROFESSIONAL PAPERS

Student papers/reports should be written at the unclassified level unless approved through the Dean of Education and Curriculum. In some cases, a compilation of unclassified sources could make your report/paper classified. If in doubt as to whether information is classified or releasable, contact your instructor who will work closely with the Director of Research Education and AU Public Affairs to determine classification. For further security requirements of your paper/report, such as proper marking, safeguarding, storage, and ensuring final disposition of the document, contact Ms. Cullins, ACSC Security Manager, at 3-2712.

AUDITORIUM PROTOCOL

Students are required to attend scheduled sessions and to be seated on time. A bell system is the primary means by which students, faculty, and staff are notified of a lecture in Wood Auditorium. Five minutes prior to the lecture or activity, the bell sounds twice for 3 to 4 seconds. One minute prior to the lecture, the bell sounds once. Flight Commanders will ensure the side and back doors to Wood auditorium are closed at the sounding of the one-minute bell. All other students will be seated prior to the one-minute bell. In case of bell failure, the building-wide public address system will be used; announcements will be made 5 minutes and 1 minute prior to initiation of the lecture or activity. (**Note:** Bells cannot be heard in the courtyards or in areas other than the four division hallways.) Prior to the speaker walking on stage, the auditorium lights are momentarily dimmed and then returned to normal. When the lights are dimmed, cease all conversation and focus attention on the stage.

As a sign of courtesy and respect, stand anytime a speaker enters the stage. Certain speakers will be introduced by members of the ACSC/AU Senior Staff. In these instances, stand for the Senior Staff member e.g. the ACSC Commandant, 21 STUS/CC, a general officer, or colonel, making the introductory remarks. Sit when directed, and stand when their introductory remarks are complete and the speaker enters the stage.

Please extend speakers professional courtesies and refrain from sleeping, reading, or talking. If you plan to use your laptop computer or PDA for taking notes, ensure the battery has an adequate charge to prevent the beeping noise that indicates a low battery. If you have an electronic watch, turn the alarm/chime off. **Beepers and cell phones will not be carried to Wood during scheduled lectures.** **Caution:** Note taking, laptops, and PDAs are not permitted during classified lectures.

Flight Commanders (Flt/CCs) are responsible for assigning microphone handlers from within their seminar for auditorium lectures when their particular seminar is tasked for this duty. The academic schedule will indicate which seminar is responsible for microphone handlers for discussion periods in Wood Auditorium. This can be found at the top of the Outlook Calendar for the day in question.

Use professional courtesy when addressing speakers during the discussion periods. Raise your hand, and a duty microphone handler will provide a microphone. Once provided a microphone and recognized by the speaker or proctor, stand, state your **rank, name, and seminar number**, and ask your question. Do not get impatient and address the speaker without a microphone or without first being recognized by the speaker or proctor. As a professional courtesy, do not prematurely applaud a guest lecturer/speaker off the stage.

Once the auditorium doors have been closed never enter the auditorium. (See procedures in the General Procedures section for watching the lecture in the seminar room.) It is appropriate for a student to leave the auditorium during a presentation in the case of a sudden illness or some other emergency. Students are not authorized to leave Wood in order to depart for an appointment. If a student needs to leave for an **approved** absence before a Wood event is scheduled to end, they should coordinate with their Flt/CC to watch the session from a seminar room. In such cases, the student is expected to watch as much as the lecture as possible before departing for his appointment. In all cases, the procedures related to the Form 4 process must be followed.

Only **water** is allowed in Wood Auditorium. You can only use commercially packaged bottled water. You cannot use any colored water containers. No flavored water is allowed.

FOOD IS NOT ALLOWED IN ANY OF THE AUDITORIUMS!

ELECTRONIC MAIL (E-MAIL) DECORUM

The following guidelines are broad criteria to use when using the e-mail system and the intranet. These guidelines are purposely general and are not intended to be exhaustive list of dos and don'ts for e-mail and intranet communication. Always use common sense and good judgment. Note that for archival purposes, all e-mail transmissions are automatically monitored, tracked, and recorded.

Chain of Command

Do not circumvent the chain of command by communicating directly with higher levels without first coordinating with appropriate intermediate levels within the chain. At a

minimum, ensure electronic courtesy copies are forwarded to “need-to-know” levels for information purposes.

Grievances and Complaints

The intranet and e-mail systems are not forums for venting grievances or complaints. Individuals, groups, or seminars wishing to file complaints or provide suggestions for improvements to administrative or curriculum related policies, procedures, or issues must follow the appropriate chain of command.

Official versus Personal Communication

Use e-mail and intranet for official communication only. ACSC faculty, staff, and students are restricted from using these systems for personal gain, i.e., advertising for sale of goods or services, etc. Mail will not be distributed to the entire class without ADO, 21 STUS/CC/DO approval. Exceptions to this policy include COMSTAFF or special project officers needing to get information out to the entire class. If you have any questions consult 21 STUS/DO before transmitting the e-mail.

Privacy of Information

The Privacy Act imposes civil and criminal penalties for disclosing personal information from a “system of records” to someone not entitled to that information. “Systems of records” include personnel records, medical records, and other official records that are retrieved by an individual’s name, social security number, or other personal identifier. Therefore, do not use e-mail (or any other means) to distribute home addresses, home telephone numbers, number and sex of dependents, home of record, age, date of birth, and other personal information without first getting the consent of the subject. If consent is received, ensure the electronic correspondence reflects the fact that approval was received from the subject.

CHAPTER TWO

21 STUS ORGANIZATION

CONTACT INFO:

All Air Command and Staff College students can be reached using the following information:

Mailing Address: Maj Jane Doe/Sem XX
 225 Chennault Circle
 Maxwell AFB AL 36112-6426

Telephone numbers: DSN=493 Comm=953 Area Code: 334
 On-base dialing: 3-XXXX Off-base: 99-XXX-XXXX
 DSN access: 94-XXX-XXXX Comm LD: 98-1-area code-#

 Orderly Room: 953-6494
 Orderly Room FAX: 953-6686 (Room 1130)
 Urgent Messages: 953-2290
 21 STUS/CC: 953-3277
 21 STUS/DO: 953-5629
 Division 1 FAX 953-9978
 Division 2 FAX 953-9952
 Division 3 FAX 953-9976
 Division 4 FAX 953-9950

See Attachment 1 for an ACSC (building 1402) floor plan.

CHAIN OF COMMAND

First and foremost, students should understand the 21 STUS chain of command under which they fall. While there are some specific differences among the non-Air Force personnel, the general chain in all situations begins with the Flt/CC and Assistant Operations Officer (ADO). For administration and personnel related items, the chain of command is: Flt/CC, ADO, 21 STUS/DO, and 21 STUS/CC (with the CI as information/coordination addressee if required). For curriculum related items, the coordination chain is: Flt/CC, CI, ADO, course director, department chair, 21 STUS/DO, and 21 STUS/CC.

ROLES AND RESPONSIBILITIES

Commander (21 STUS/CC): Responsible for the health, morale, and welfare of all students attending ACSC and oversees the 21 STUS/DO and ADOs. The squadron commander serves as the commandant's conduit on all student issues and provides feedback to the college's deans (DE and DS) regarding academics, research, technology, and mission support. The squadron commander is always available for

discussion on all matters and concerns for which students need guidance and/or counseling.

Operations Officer (21 STUS/DO): Responsible for the daily operations of the four divisions in the student squadron and ensures students' problems and concerns are addressed or referred to the appropriate office or agency. Coordinates with CIs on student academic problems.

Assistant Operations Officer (ADO 1-4): Serve as liaison officers between division and squadron leadership. It is their responsibility to ensure proper coordination of Forms 4 and to ensure compliance with school policies.

Assistant Operations Officer for International Support (21 STUS/ADO-IO): Responsible for the support and special requirements of the international officers in the student squadron. Ensures IO problems and concerns are addressed or referred to the appropriate office or agency. Coordinates with the 21 STUS/DO, Director, International Studies, and/or CIs on student academic problems.

First Fifty: Air Force Personnel Center selects the first fifty from the Air Force line officers selected to attend ACSC based on date of rank. These people report to ACSC approximately two weeks prior to the rest of the Air Force officers. They constitute the initial core of students who will serve in various leadership positions and establish a foundation to help welcome and acclimate the rest of the student body.

COMSTAFF: A student organization called the Command and Staff (COMSTAFF) Council is the student governing body. The COMSTAFF is made up of the following officers: the student class president (SCP), the class vice president (SCVP), the four student ADOs, the international officer president, the senior ranking officer from the Army, the Sea Service, Air Reserve Component, and the senior ranking civilian student. This group will sponsor numerous activities for the benefit of the class and ACSC throughout the year. In order to function effectively, they need all students' support and participation. A supporting team of officers handles the COMSTAFF's functional responsibilities. For more information, refer to ACSC OI 36-3 (Student Government).

Students: ACSC offers a world-class professional military education program and expects all students to do well and thrive in this challenging environment. Students are responsible for their own success and the success of the seminar as a learning team. Specialized duties in each seminar (see Attachment 2) enhance the seminar's effectiveness and give the student additional roles and responsibilities. Most of all, the students' enthusiasm, diligence, and officership enhance the total experience and success of the seminar.

Flight Commander: There is one student flight commander for each of the school's 40 seminars. The Flt/CC's leadership is critical to the success of the seminar. The Flt/CC has more daily contact with students in the seminar than any faculty or staff member. They must be a positive role model and remain responsive to the needs of their fellow seminar members. They are the seminar's first point of contact for administrative matters and serve as the sponsor for the seminar's International Officers. Flt/CCs are encouraged to consult with their ADO, ADO-IO, DO, and Director, International Officer Studies regarding International Officer issues.

In general, each Flt/CC is responsible for the following aspects of the seminar. Additional guidance can be found in ACSC OI 36-2 Seminar Organization and Responsibilities.

- Administers and maintains good order and morale for their seminar during all ACSC- sponsored activities.
- Ensures seminar members attend all scheduled events.
- Coordinates student requests for absence with the ADO and 21 STUS/DO, as required.
- Maintains a close liaison with the course instructors, ADO, and 21 STUS/DO to include advising of emergencies or unusual circumstances involving seminar members.
- Maintains a close liaison with the ADO on COMSTAFF matters.
- Ensures the seminar room is neat and orderly and the end-of-day checklist is completed at the close of each workday.
- Serves as the seminar Physical Training Leader (PTL), in accordance with AFI 10-248, for the entire academic year.
- Serves as an International Officer (IO) Military Sponsor. The ACSC IO Student Sponsor Program assists the IOs working in the ACSC environment, helping them acclimate to American life and their local community.

SEMINAR ORGANIZATION AND RESPONSIBILITIES

Each seminar has 14 - 15 students, including one or two international officers. Seminars may also include a civilian as well as Sister Service and/or Reserve/Guard member. Further information regarding seminar organization can be found in ACSC OI 36-2.

SEMINAR ADDITIONAL DUTY APPOINTMENTS

Flt/CCs appoint seminar members to carry out additional duties. SCP, SCVP, and Class Academic Officer are exempt from holding seminar additional duties unless they so desire. Other COMSTAFF officers should not be assigned seminar duties that inhibit or detract from their full COMSTAFF participation. Further information regarding seminar additional duties and responsibilities can be found in ACSC OI 36-2 and Attachment 2.

STUDENT MIX

Student mix procedures can be found in ACSC OI 36-2. Flt/CCs and International Officers will remain assigned to their respective seminars for the entire year.

CHAPTER THREE

The Educational Program

OVERVIEW

Air Command and Staff College (ACSC), the Air Force's intermediate Professional Military Education (PME) institution, prepares field grade officers of all services (primarily majors), international officers, and US civilians to assume positions of higher responsibility within the military and other government arenas. Geared toward teaching the skills necessary to conduct air and space operations in support of a joint campaign, ACSC focuses on shaping and molding tomorrow's leaders and commanders. The college's academic environment stimulates and encourages free expression of ideas as well as independent, analytical, and creative thinking.

ACSC traces its roots to the Air Corps Tactical School (ACTS) located at Maxwell Field from 1931 to 1940. After World War II, as the independent Air Force was formed, grew, and developed, the requirements and expectations of the school evolved to fulfill the service's educational needs. The vision of pre-World War II leaders has withstood the test of time. Although seven decades have passed since the founding of ACTS opened its doors at Maxwell, the present 10-month curriculum still focuses on expanding understanding of air and space power and on the growth of mid-career officers. In 1962 the school became known by its current name, Air Command and Staff College.

GOALS

The ACSC curriculum encourages the development of higher- order thinking by challenging students to think critically and exercise a combination of analytical and practical tools required as leaders charged with the nation's defense. ACSC graduates are well educated in the profession of arms with emphasis on the use of air and space power in joint campaign planning and the operational art of war. The ACSC curriculum:

- Facilitates the air- and space-minded thinking of students,
- Develops and enhances abilities for higher-level command and staff responsibilities,
- Enhances students' abilities to think critically about operational air and space concepts in a dynamic international environment,
- Broadens students' understanding of the nature of conflict and current and future threats to the United States and its allies, and
- Develops and enhances students' abilities to plan and execute the joint campaign planning process and air and space operations to support the joint force commander.

CREATING THE FUTURE

ACSC, in partnership with Air Force senior leadership, is embarking on an expansion program to provide lifelong learning opportunities, focused on the intermediate force developmental years of officers and civilians. The goal is to provide value-added resources and sponsored communities of practice to take force development to the next level. Beyond traditional PME, these programs are dedicated to provide an array of both short, focused learning opportunities, along with sustained, experiential growth.

ACSC's three deans—Education and Curriculum, Services and Support, and Distance Learning—provide academic leadership to the school's faculty and student body. The Dean of Education and Curriculum (DE), assisted by the Vice Dean for Academic Affairs and Vice Dean for Operations, coordinates the integration of the final curriculum content and directs the planning and implementation of the academic programs including: International Security and Military Studies; Joint Warfare Studies; and Leadership, Command, and Professional Development. The Dean of Distance Learning (DL) is responsible for planning, organizing, and delivering the nonresident program of instruction through the departments of curriculum and operations. The Dean of Services and Support (DS) is responsible for student and faculty services. The Commander and staff of the 21st Student Squadron are responsible for the health, morale, and welfare of 600 resident students and their families.

RESIDENT PROGRAM

The primary form of instruction in the resident program is through seminars held in specially designed rooms featuring closed-circuit television, an array of multimedia equipment, and student access to a college -wide computer network and the Internet. Students are issued more than 80 books to expand their professional capabilities and a personal laptop computer to use to keep track of the academic schedules, online reading assignments, and for use in examinations throughout the academic year.

Master's of Military Operational Art and Science Degree Program Admission Requirements and Procedures

To be admitted to the Master's of Military Operational Art and Science degree program, an individual must (1) be selected to attend the ACSC resident program; (2) present proof of academic capability by either holding a qualifying undergraduate degree (US bachelor's degree or its equivalent) or by meeting admission requirements through the portfolio admission process; and (3) if required by the following guidelines, provide an acceptable score on the Test of English as a Foreign Language (TOEFL).

Proof of Academic Capability by Transcript

Air Force active duty, Guard, and Reserve officers selected to attend ACSC will have their degree status verified by the AU Registrar through AFIT without action on their part.

Sister Service and civilian students **must** have their official transcripts sent to the AU Registrar, 60 Shumacher Ave, Maxwell AFB, AL 36112, within the first month of the academic year.

International officers interested in pursuing a Master's degree at ACSC may submit a transcript of US bachelor's or bachelor's equivalent degree taken in the English language and/or an advanced degree in languages other than English that has undergone a document-by-document evaluation of the academic records by an independent foreign credentials evaluation service that is a member of the National Association of Credentials Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine if the records are equivalent to a US four-year bachelor's degree. Applications for this process are available from the AU Registrar. When requesting one of these services to evaluate a transcript(s), the individual should state the reason as "further education" or "admissions requirement for Master's degree program." Individuals seeking admission to the Master's degree program are responsible for the costs associated with the transcript evaluation. A copy of the evaluation must be mailed to the AU Registrar.

Proof of Academic Capability by Portfolio

Air University provides a portfolio option to those selected to attend ACSC who wish to apply to the Master's of Military Operational Art and Science degree program but do not possess a US bachelor's degree or an equivalent academic degree. Those seeking to be admitted to the degree program using this option must submit portfolios to the ACSC graduate degree program admissions committee through the AU Registrar. The committee will evaluate each applicant on individual merit to determine if the applicant's academic preparation is adequate for the rigors of the Master's of Military Operational Art and Science degree program. Minimally, the portfolio should contain as much information as necessary to demonstrate professional and educational history, to include:

A. Official evidence of all completed college, university and/or professional school coursework evaluated by an independent foreign credentials service (see transcripts above).

B. Copies of certificates and diplomas evaluated by an independent foreign credentials service (see transcripts above).

C. Detailed description of professional work including a current resume and, if appropriate, work-relevant evaluations.

D. Two or more letters of recommendation from persons who (1) hold a terminal degree, (2) are a past or present supervisor, or (3) can offer a professional reference attesting to capacity to complete a graduate degree program.

E. Program brochures, catalog pages, and/or course descriptions as supporting evidence of these accomplishments.

Proof of English Language Proficiency

International officers applying for admission to the Master's of Military Operational Art and Science degree program from countries where the official language is English are not required to take the Test of English as a Foreign Language (TOEFL). International officers who have completed a bachelor's or higher degree in the US during the past three (3) years are not required to take the TOEFL. International officers from countries where the official language is not English must achieve an acceptable score on the TOEFL to be admitted to the master's degree program. **The individual is responsible for the cost of this test.** When taking the TOEFL, an individual must select Air University as the Institution Code (9069), for the official score to be sent to the AU Registrar. The minimum acceptable score for admission to the Master's degree program is 83 for the internet-based test, 560 for the paper-based test, or 220 for the computer-based test. The deadline to take on of these tests is 9 September 2006.

International students, who do not meet the admissions requirements for the Master's degree program, but complete the resident program with a cumulative grade point average (GPA) of 2.7 or higher, will receive the ACSC resident diploma, but will not be awarded a Master's degree.

GRADUATION REQUIREMENTS

Graduation requirements are defined in full in ACSC OI 36-7, *Evaluation of Resident Student Academic Performance*.

ROLES AND RESPONSIBILITIES

Dean of Education and Curriculum: Responsible for supervision of the teaching faculty and management of the educational program of the college.

Department Chairs: Responsible for supervision of assigned faculty and for development and execution of assigned courses of instruction.

Course Directors: Responsible for the development and execution of a specific course of instruction.

Course Instructors: Develop and teach the curriculum. Students may expect instruction from several different CIs during the school year. CIs are solely responsible for instruction and student evaluation. CIs keep the 21 STUS/DO apprised of student performance throughout each academic course and serve as academic mentors and monitors for the year. The CI resolves academic problems, provides training report inputs, academic support, and counseling.

CRITICAL THINKING AND RESEARCH

The Critical Thinking and Research course complements the resident program core curriculum and prepares students for conducting focused research on Joint air, space, and cyberspace topics. Students satisfy the three credit-hour requirement in two phases. The critical thinking/research methodology phase of the course emphasizes a structured approach for framing research questions about a topic, formulating a

research strategy, identifying sources, and applying sound critical thinking skills to infer conclusions about hypotheses. Contemporary DoD and Service areas of emphasis provide starting points for launching into the course. The research phase of the course affords students opportunities to confront national security-related topics of current importance to the USAF and DoD, applying methods acquired in the critical thinking methodology phase. Students investigate topics in an intellectually rigorous fashion, under the direction and guidance of subject matter experts. The results of student research and analysis go to USAF and DoD sponsors, including key decision makers at the highest levels of command. The quality of student projects parallels the quality of projects in graduate-level education and is competitive for publication in professional journals or distribution to other comparable sources, agencies, or institutions.

EVALUATION PROGRAM

The evaluation program is designed to ensure ACSC's faculty, staff, and students accomplish the college's mission, goals, and objectives. ACSC OI 36-7, *Resident Student Academic Performance*, prescribes policies and procedures regarding the college's evaluation program.

DISTINGUISHED GRADUATE (DG) PROGRAM

The ACSC DG program is a Commandant's program. Policies and procedures relating to the DG program are published in ACSC OI 36-18, *Resident Student Order of Merit and Distinguished Graduate Program*.

AWARDS PROGRAM

The awards program is designed to recognize those students excelling in academics and leadership during the academic year. ACSC OI 36-13 *Student & Faculty Special Recognition Program* covers the college's award program.

CHAPTER FOUR

GENERAL GUIDANCE

ACCIDENT/INCIDENT REPORTING

Report all accidents, safety mishaps, or injuries involving students through the chain of command. Document the event, as soon as practical, using the AETC Form 435. Safety mishap reporting procedures are also available on the intranet under "Orderly Room, Policies." The actual AETC Form 435 is available in the ACSC Faculty Safety Manager's office. These verbal (and written) reports keep the senior staff informed and are not punitive in nature.

ALCOHOLIC BEVERAGES

Consumption of alcoholic beverages for Division events in the ACSC building will be approved by the 21 STUS/DO on a case by case basis and is only authorized after the last duty event of the day for the appropriate Division. If one Division ends duty day requirements before other Divisions are complete, alcoholic beverages will only be consumed in the appropriate Division hallway or Seminar room. Alcoholic beverages will not be consumed in the courtyards if one of the adjoining Divisions is still attending duty events. All personnel will use good judgment when consuming alcoholic beverages at the ACSC building.

ATTENDANCE

Scheduled events, including academics, sports, and PT are mandatory formations. International officers do not attend classified briefings; however, an unclassified briefing might be scheduled instead. In general, students are expected to accomplish appointments and personal business outside of daily scheduled events. Students will coordinate absences in advance with their Flt/CC, ADO, and DO, as required and accomplish an electronic Absence Request coordination sheet (ACSC Form 4). "Form 4s" are used for everything from a one-day absence to a multi-day emergency leave request – please ensure you complete the appropriate blocks. All absence requests must be coordinated through the Flt/CC and ADO with a courtesy copy to the 21 STUS/DO for any absence not requiring leave. For those requiring leave, personnel will route their requests through their Flt/CC, ADO, and the 21 STUS/DO will serve as the approval authority. **CIs cannot authorize students to be absent from class.** Flt/CCs will report unexcused absences to the ADO, 21 STUS/DO, and CI within a timely manner.

Although the academic schedule may require a student to be in attendance for only part of the day, students must be able to adjust to last minute schedule changes that can and do occur. Students must be available for class anytime between 0700 and 1700. Students are cautioned against making costly travel arrangements (plane tickets are

one example) or committing themselves to a personal function based on an open schedule time. If a schedule change occurs and your commitment would require you to miss a class, it is unlikely your absence request will be approved.

Wood Auditorium Seating

See Attachment 5 for Wood auditorium seating assignments.

Alternate Lecture Procedures

Students will attend all lectures in Wood auditorium unless authorized by their chain of command to view the lecture from the seminar room. Typical reasons for approving classroom viewing include severe cough, needing to be near a phone, medical conditions, etc.

ACSC General Leave Policy

All classes are mandatory formations, unless specific functions require the absence of certain students. ACSC students will not normally be granted leave except during the Winter break. All active duty Air Force members will use Leaveweb, with the 21 STUS/DO as the approval authority. All Sister Service, ANG, Reserve officers, Civilians, and IOs operate under the same rules regarding when they can take leave; however, those leaves will be approved by their respective Service, component representative, home unit, or International Officer School, as applicable.

When there are extraordinary circumstances that warrant leave at times other than scheduled breaks, submit an Absence Request coordination sheet (ACSC Form 4) as outlined above. For Sister Service officers, the Form 4 must be coordinated through their senior advisor, before being forwarded on to the Flt/CC, ADO, and 21 STUS/DO for final disposition. Once the absence request is approved, leave paperwork will be worked directly with their respective service, component representative, or home unit, as applicable. In all cases, once absence is approved, notify your instructor prior to taking the absence. Such leave will only be granted for compelling reasons. All requests should be submitted as early as possible. In emergency leave situations; contact the Flt/CC, ADO, or 21 STUS/DO.

Military leave begins and ends in the local area. The local area is the individual's place of residence or duty section/station; i.e., the area which you normally commute to and from work or do daily travel. See "General Instructions" paragraph, "Instructions for Members Departing on Leave," and "Instructions for Charging Leave" on the AF Form 988 or AFI 36-3003.

TDY

TDYs other than those necessary for the curriculum will normally not be approved. There may be some very limited opportunity for students to accomplish research on

brief TDYs. Approval for TDY is given only after coordination with the 21 STUS/DO and 21 STUS/CC. In addition, TDY for Commander's courses, or other required training for future assignments, will only be approved for training dates after graduation. ACSC will not fund any TDY's that are not associated with an ACSC function or requirement.

Permissive TDY for House Hunting

In general, permissive TDY may be taken over long weekends or holidays for house hunting purposes after members receive **orders** for their assignments. Alternatively, house hunting may be conducted in conjunction with arrival at your next duty station. Extended time off from classes will generally not be granted to accomplish permissive house hunting TDY.

PARKING

If a slot is unmarked in any ACSC parking lot, anyone may park there. If the slot has a reserved marking such as "Reserved" or a number on the pavement or on the curb, do not park in that slot. **The curbs are fire lanes and must remain open for emergency vehicles to access buildings.** Parking, especially during "joint" sessions, can be challenging. By arriving early or parking within a 5-10 minute walk, you will find adequate parking. Carpooling is advisable and strongly encouraged. **BOTTOMLINE: YOU MUST PARK IN A PROPERLY MARKED PARKING SPACE.**

SEMINAR ROOM UPKEEP/RESOURCE PROTECTION

Report routine facility discrepancies such as light fixtures, air conditioning, etc., to the 21 STUS/DO. In an emergency, contact DSF, room 247, or call 3-2488. **Do not** disassemble or structurally alter furniture. The CIs will determine the exact set up of the room as required for each course of instruction. To enhance security, close blinds; close and lock windows/cabinets; turn off lights, computers, and coffee pots; and shut doors at the end of each day. Close and lock doors during the day while students are in lecture or away from the room for any reason. This is to protect valuables (such as computers, purses, and books) from theft. Since seminar rooms may be used by outside agencies during the evening, do not leave laptop computers or other valuables in the seminar room overnight.

COPIERS

Copy machines intended for student use are clearly indicated and available in the division hallways. Machines located in other areas of the building are for faculty and staff use only. Report any malfunctions to the 21 STUS/DO. The supply services paragraph describes the paper supply process.

FAX MACHINES

FAX machines in each division are for official use only. Report any malfunctions to the 21 STUS/DO. The supply services paragraph describes the paper supply process.

SPORTS AND FITNESS PROGRAM

Seminar Sports Program

The seminar will participate in periodic scheduled activities (softball, volleyball, or other sports) with other seminars. The overall intent of seminar-scheduled sports is social interaction and team building, in conjunction with healthy competition. Each seminar athletic officer will be the officer in charge (OIC) of this activity. He/she will work through the division athletic officer and the COMSTAFF athletic officer to schedule facilities and ensure participation of all seminar members. This program gives you a chance to socialize with as many class members as possible.

Competitive Sports Program

ACSC sponsors teams in all base intramural leagues. Students, faculty, and spouses can be team members. Sports available include basketball, flag football, volleyball, wallyball, racquetball, softball, bowling, golf, and soccer. ACSC has historically done very well in intramurals and encourages class member participation. The base will allow more than one team for a specific sport from each organization.

Fitness Program

The Commandant has emphasized a strong commitment to a fit fighting force. The 21 STUS/CC considers fitness a part of duty. In accordance with AFI 110-248, ACSC's fitness program is based on group and individual participation in a regular (at least 3 times per week for up to 90 minutes) exercise program. Each member will be afforded daily workout time that is built into the academic schedule (0700 - 0830). Mandatory group PT will occur at least twice per week, with increased frequency based on each individual's fitness category. At a minimum, seminars will run and perform push-ups and sit-ups twice per week, with the goal of every member improving their physical fitness test score. The third weekly session is left to the discretion of the seminar/division athletic officer. All personnel assigned to ACSC will be expected to pass the fitness test yearly. The Unit Fitness Program Manager will provide further guidance.

Executive Wellness Program

This program is designed to help optimize ACSC's most important asset--its people. This program does not duplicate services available through the Maxwell Health and Wellness Center, but instead offers additional programs uniquely designed for top mid-career military officers. The hallmark of the program is the Fit-to-Fight student

competition. This program combines the outstanding leadership qualities of academics, physical fitness, teamwork, and discipline. The Fit-to-Fight concept is meant to embody the warrior ethos and its link to fitness and mission readiness. Well-fit points tabulation, Intramural sports participation, GPA, and the performance at the Fit-to-Fight competition are the criteria used in calculating the standings for this award. The Wellness portion entails health screening, an educational program with lectures, newsletters, and availability on the Intranet. The lecture series is designed to not only inform, but to influence and encourage participation in the best health practices that influence your quality of life and fitness level. ACSC OI 34-1 is the governing document for the Wellness and Fitness program and more fully describes the depth of the activities under this topic. More activities and functions will be added throughout the year including brown bag lunch and spouse programs.

FACILITIES RESERVATIONS

Make requests for reserving any ACSC rooms or facilities (Wood or Barnes Auditoriums and conference rooms) through the 21 STUS/DO. For social or other large events, DSF (Supply) can provide some limited assistance (tables, chairs, coolers, etc).

FEDERAL INMATES

Maxwell AFB houses the Maxwell Federal Prison Camp. Its original purpose was to construct facilities and to maintain base grounds. Some inmates have routine access to office environments; therefore, the potential exists for misconduct involving prisoners and base personnel.

Inmates are not authorized to do administrative jobs and will not be afforded access to computers, telephones, etc. In addition, do not ask an inmate to do an errand for you or assist you, and do not engage them in conversation. If you have a request for inmate support, please contact DSF well in advance of the need. ACSC has a permanent inmate detail (3-4 inmates) that accomplishes work inside and around ACSC. Inmates are supervised by DSF. If you have any questions/concerns about an inmate's behavior, please contact DSF immediately. In the past, some inmates have taken advantage of an apparent friendship, drawing individuals into misconduct such as cashing a check or receiving/sending mail--all in violation of prison rules. If you become aware of this type of behavior, contact ACSC or the Federal Prison Camp Liaison. Remember, inmates are just that, inmates--people who have been convicted of a federal crime.

SUPPLY SERVICES

Seminar rooms should be stocked with the following basic supplies: white board markers, white board eraser, stapler, staples, staple remover, thumb tacks, electric pencil sharpener, scissors, tape dispenser, tape, 2-hole punch, 3-hole punch, and lecture pointer. If rooms need additional supplies or replacements, have your seminar admin rep contact DSF. DSF provides an initial stocking of paper in each room as well

as periodic deliveries to each division hall. To replace seminar room printer toner cartridges, have the seminar admin rep or Flt/CC bring the old toner to DSF for a new cartridge. DSF does not supply coffee pots, refrigerators, microwaves, but may have replacements left from previous classes.

TEXTBOOKS

Textbooks are accountable property. DSF will issue them to individual students. DSF will inspect all textbooks upon return. With the exception of research seminar textbooks, books may be highlighted or underlined, but do not tear out pages, “dog ear” pages, or otherwise damage the books. Students who lose or damage textbooks are responsible for replacing the book prior to the date of the next scheduled textbook return. **Students may not out-process from ACSC until their textbook account is settled.**

TECHNOLOGY

The seminar’s technology representative is the first point of contact regarding computer-related issues for the seminar. Seminar technology representatives will receive initial and follow-on training in all aspects of ACSC’s computer technologies and pass these on to the seminars through briefings and training. If you experience a problem with your computer, contact your seminar technology representative first for resolution. If your seminar technology representative is unable to correct the problem, then proceed to the ACSC Technology Help Desk, room 244.

Computers

Hardware: The laptop and desktop computers are the property of ACSC. Do not install personal hardware on these computers without the approval of ACSC Technology (DST). This includes any hardware and drivers for printers, scanners, or external hard drives. Each student will be issued an external (pen) drive to store and transport files for use while at ACSC. Unauthorized hardware will be removed and may be confiscated to prevent system damage or protect sensitive information. DST must have authorization from the base level to permit any new installations. Do not connect personally owned computers and/or other computer equipment to the ACSC LAN.

Software: The software installed on laptop and desktop computers is licensed to ACSC. Do not copy, modify, or translate any ACSC software. Much of ACSC's software is copyrighted material and criminal penalties may apply to its misuse. Do not install personal software, including shareware and freeware, on government computers without the approval of ACSC/DST. **Specifically, personal Internet service provider software, such as AOL, CompuServe, Prodigy, and MindSpring are not authorized on government computers.**

When you turn on your computer for the first time, a scan of your computer will be accomplished to ensure you have the proper software loaded. This scan assists ACSC

with the management of computer resources. All laptop and desktop computers at ACSC are periodically re-scanned to update the computer management database.

IMPORTANT. CONTACT THE TECHNOLOGY OFFICE BEFORE YOU TAKE ACTIONS DIRECTED FROM OUTSIDE ACSC. (LOAD A FILE; CHECK FOR A VIRUS; ETC.) If you have reason to believe your computer has contracted a virus, immediately disconnect it from the LAN, and contact your seminar technology representative. Do not attempt to quarantine or eradicate the virus as you may cause more damage. In the event of an attack upon the network, follow the instructions of your seminar technology representative.

Computer Care

When you sign for the laptop, you become responsible/liable for it. Please adhere to these rules and treat the laptop as if it were your own. Negligent use will result in personal financial liability. Adding a rider for computer equipment to your renter's or homeowner's insurance policy is a low-cost method to ensure you will not incur out-of-pocket costs in the event your laptop is damaged or stolen. Consider the following:

1. Do not leave the laptop unattended.
2. Lock the seminar room if no one will be present.
3. Do not leave the laptop or software in your car during the day or overnight. This includes the trunk.
4. Do not eat or drink around the laptop.
5. Do not drop the laptop or place anything on top of it.
6. Store data you wish to keep on the issued pen drive or CD-R.
7. Do not change the laptop configuration.
8. Do not trade your laptop with another person.
9. Do not add any personal software/hardware to the laptop without prior coordination with the Technology Office.
10. Ensure the laptop and cords are not positioned where other personnel could bump into or trip over them causing damage to the laptop or injuries to personnel.

Alabama experiences frequent severe weather and electrical storms. Be aware of impending bad weather and turn the computer off when directed. Also, disconnect modem lines or network connections from the computer since these have a potential to damage the laptop. Use a power strip/surge protector at home and unplug the computer's power supply from electrical power sources when lightning strikes are nearby--simply turning off the power switch on the laptop is insufficient to protect it from damage.

Computer Hacking

Computer hacking is defined as gaining unauthorized access to Air University or ACSC computer equipment, computer files, or information. All personnel are prohibited from

hacking into, or attempting to hack into, Air University computer servers in general, and into ACSC faculty instructor servers, files, or information in particular. Anyone who hacks into, or attempts to hack into, Air University or ACSC computer equipment, computer files, or information is subject to disciplinary action under Article 92, UCMJ. **ACSC students who violate this prohibition also may be disenrolled from ACSC.**

Internet Access

You will be provided with Microsoft's Internet Explorer browser and a connection to the World Wide Web (WWW). However, you should be aware that all activity goes through the base Communications Squadron's connection to the internet, and your transmissions are monitored at all times. Therefore, always be aware that you are using a government resource to "surf the net." And, as a result, you should use the greatest discretion when searching the WWW. Occasionally, you may find yourself someplace where you'd have to stretch "official" very thin to justify the visit. If you do, just back out and do not go back. It is repeated attempts to visit an unauthorized site that will attract attention. A good rule of thumb is: "If you click on a hyperlink and cannot immediately justify to the Commandant why you are accessing that site, then do not go there." **This restriction specifically includes pornography and sites that advocate the overthrow of the US government. The 21 STUS/CC disciplines students who routinely visit such sites.**

Webmail

To access your e-mail from another computer, use the following link:
<https://maxowa.maxwell.af.mil/>

Secure Telephone/Fax

A secure telephone system (STU III) is available in the Classified Working Facility if you need to discuss classified matters. A secure fax machine and SIPRNET terminal are available in Room 145 (the vault). Contact the security office, room 145, for further information and access to the Classified Working Facility.

FINANCIAL AND PERSONNEL POLICIES

Government Travel Cards

Know the rules on the card's intended use. If it is not an official travel related expense--the type for which you will be reimbursed by the US government--then do not use your government travel card. Remember also that unlike a credit card where you can run an unpaid balance, you are expected to pay the bill promptly each month. Mr. Ted Halley at extension 3-2715, and Facilities and Supply, at extension 3-2488, are our local experts who can help you with questions. They also maintain access to monthly statements supplied by the card contractor as part of the government contract.

End-of-Year PCS Assignments

There will be no early release for PCS. Out-processing and graduation are mandatory formations.

Household Goods (HHG) Pickup

ACSC expects students to schedule HHG pickup around normally scheduled classes. If HHG pickup cannot be accomplished within 5 days of graduation due to the large number of moves during this time, the 21 STUS/CC will approve a sign-out extension based on the HHG shipment date.

TOBACCO USE

The use of tobacco is permitted only in designated areas and there are two specifically designated for students and faculty. Both are outside the Wood entryway on the inner circle across from the AU Library and are identified by signs. ACSC staff and faculty members use the area on the inner circle just south of the Wood entryway; ACSC students only use the area to the north. The Air Force recognizes equal work breaks (when these breaks are permitted) for tobacco and non-tobacco users. Specific “smoke breaks” solely for tobacco users are not authorized. Lastly, whether you are a student or a faculty member, always consider the negative impact tobacco use has on your professional image and the way it affects those around you.

NO HAT/SALUTE AREAS

Specific areas have been designated as no hat/ no salute areas. These areas are located within the courtyard and are designated as such by signs with the verbiage “No Hat, No Salute Area”. All military personnel must wear hats and render salutes any time they are outside this area.

TRAINING REPORTS

A training report will be produced for every ACSC student upon completion of the school. ACSC will not release training reports (TRs) directly to students. Students must coordinate with their local MPF or AFPC to receive a copy of their training report. The TR will be based on the whole-person concept and will reflect academic and professional performance observed throughout the year.

UNIFORMS

Unless otherwise noted on the Student Outlook Calendar, military members wear the military duty uniform of the day during normal duty hours. Monday thru Friday, uniform of the day is Battle Dress Uniform or flight suits (or service equivalent).

Civilians are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety, and type of position occupied. These requirements are outlined in guidance provided during civilian student orientation conducted prior to arrival of the main student body. **Jeans are not authorized.**

CHAPTER FIVE

EMERGENCY/CRISIS PROCEDURES

BOMB THREAT

If you receive a call announcing a bomb threat, try to keep the caller on the line and extract as much information as possible. Report the call to the Security Police using 911. A bomb threat checklist (AF Form 440) should be next to the telephone. Complete this checklist ASAP and give it to the 21 STUS/CC/DO..

EVACUATION ASSEMBLY AREAS

After evacuating the building for any reason, assemble in the areas as shown on the chart posted in the seminar rooms. ADOs will account for all division members via the Flt/CCs and will report these numbers to the 21 STUS/CC/DO to ensure all students have evacuated the building.

FIRE

Whenever the fire alarm sounds, evacuate the building to the assembly areas noted above. If you discover the fire, do the following:

- Notify others.
- Sound the fire alarm (fire alarms are on the walls adjacent to the exit doors).
- Call the Fire Department (911).
- If possible, extinguish the fire with a fire extinguisher.
- The last person leaving each division must close the doors leading to the stairwells.
- Evacuate the building.

Although these items are listed in sequence, they will occur simultaneously. The main concern is that no one is hurt or killed by the fire; ensure everyone evacuates.

RECALL PROCEDURES

During an actual or simulated recall, the seminar social rosters are used for official notification. Note the time you were called, and follow the instructions of the person calling.

SEVERE WEATHER

If a tornado or severe weather occurs in the local area, base and local sirens will sound a 3-5 minute steady tone. **When this tone is heard, all students and faculty should**

move into the first floor hallways of the ACSC building. Close all office and seminar doors bordering the hallways. Base and local sirens are tested periodically.

CLINIC SERVICES

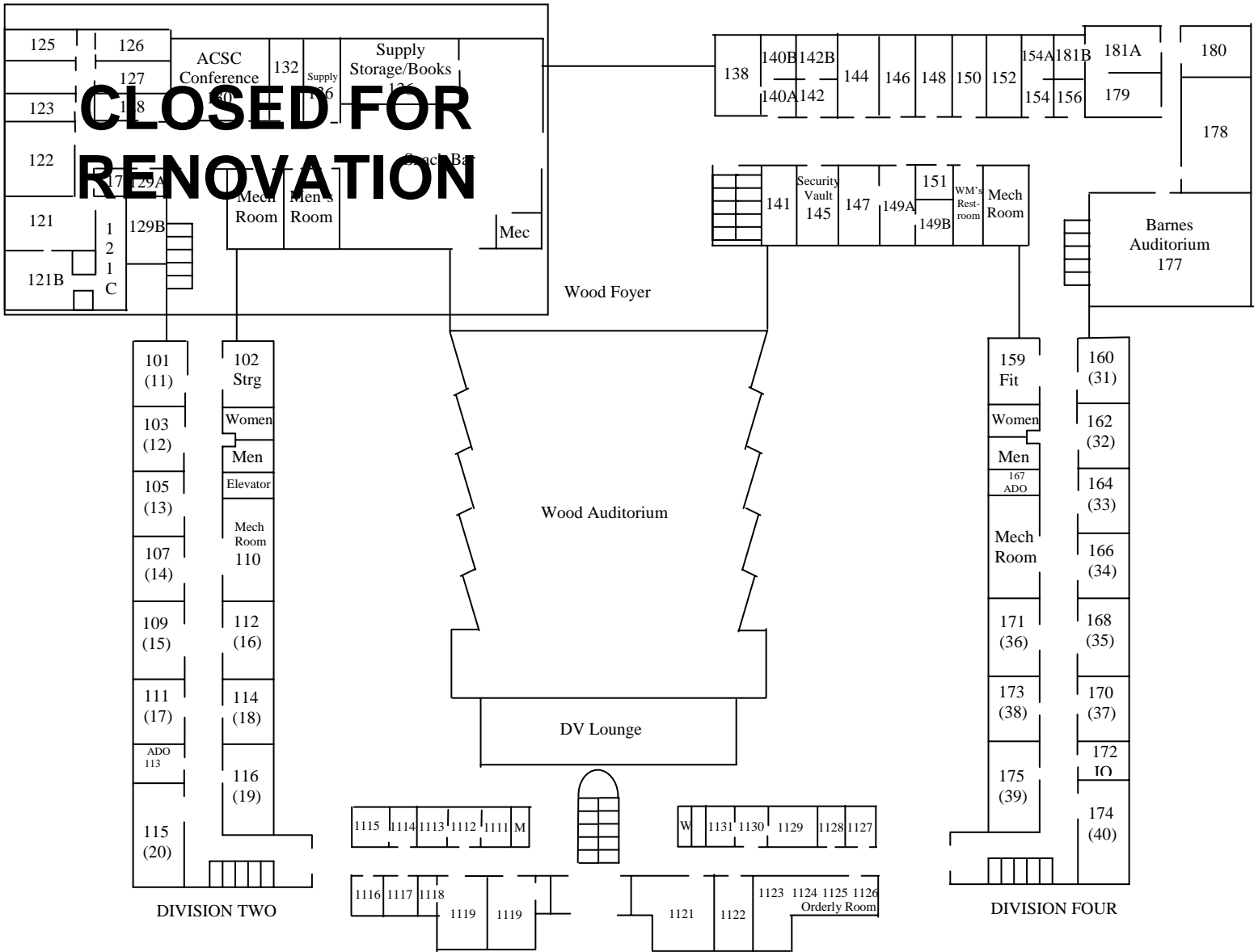
Members requiring a sick-call appointment should arrive at the 42 MG clinic between 0645 and 0730 to book sick call appointments. Active duty members do not need to call the appointment line for a sick-call appointment. These appointments are brief and designed for acute conditions, not chronic symptoms or paperwork issues. Some members will be seen starting at 0700 by the available providers. All sick-call appointments will be on a first-come, first-serve basis, unless the triage nurse determines the severity of the condition warrants immediate attention.

For routine appointments (active duty and family members) either book them on-line in accordance with TriCare guidance or call 3-3368 after 0700. Peak calling hours are from 0700-1000. If possible, make your call after 1000.

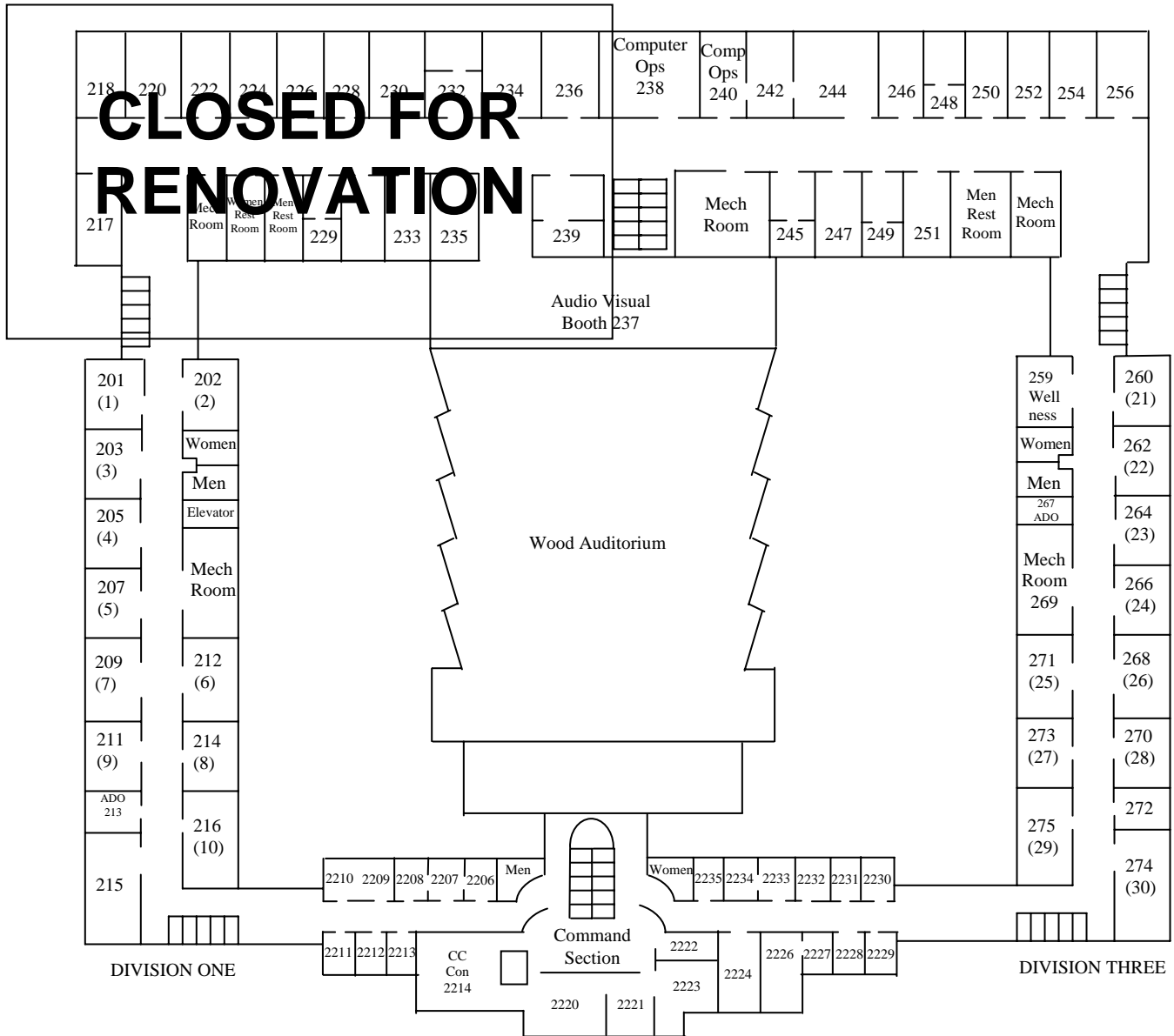
For after-hours medical care: Call 911 for true emergencies that are threatening to life, limb, or eyesight; e.g., chest pain, poisoning, loss of consciousness, uncontrolled bleeding, kidney stones, etc. Contact your Primary Care Manager (PCM) within 24 hours of treatment. For other types of care, call 3-3368 for authorization for civilian care and to ensure proper payment. Failure to obtain authorization may result in additional personal expense. **Report any incident to your Flt/CC, ADO and 21 STUS/DO.**

Students receive information about TRICARE during their in-processing and student orientation. The TRICARE e-mail address is tricare.maxwell@maxwell.af.mil.

ATTACHMENT 1
BLDG 1402 FLOOR PLAN



BLDG 1402 FIRST FLOOR



BLDG 1402 SECOND FLOOR

ATTACHMENT 2

SEMINAR ADDITIONAL DUTIES

FLIGHT COMMANDER (Flt/CC): Enforces military courtesy, discipline, and standards for their seminar during all ACSC-sponsored activities; reports student absences to the ADO and DO; responsible for behavior in the auditorium; maintains close liaison with the ADO, to include advising of emergencies or unusual circumstances involving seminar members; maintains close liaison with the ADO on COMSTAFF matters; responsible for ensuring the seminar room is neat and orderly and is left in that manner at the close of each workday.

ASSISTANT FLIGHT COMMANDER (Asst Flt/CC): Selected by the Flt/CC. Assumes all the responsibilities of the Flt/CC in their absence.

ACADEMIC OFFICER: Responsible for coordinating seminar academic endeavors and workload distribution.

ADMINISTRATIVE OFFICER: Assists the Flt/CC in all administrative matters including awards and decorations, recognition packages, and seminar reports. Obtains seminar supplies, to include toner cartridges, from Supply. Picks up mail and distribution twice each day for the seminar. Responsible for control and maintenance of seminar library materials. Monitors and schedules required reading material for all members of the seminar when limited copies are available.

ATHLETIC OFFICER: Responsible for all athletic activities for the seminar. Some specific tasks include tracking and reporting individual student point totals, coordinating periodic social sports activities for the seminars, and encouraging participation in ACSC intramurals.

LIBRARIAN OFFICER: Responsible for coordinating the pickup and collection of all textbooks issued by supply services.

SAFETY OFFICER: Coordinates with the 21 STUS/CC, 21 STUS/DO, ADO, and the unit safety NCO/officer, as required. Responsible for briefing all required safety items and filling out required accident or incident reports. Prepares reports on sports injuries. Processes and maintains AF Form 435s, Form 55s, and AETC Form 410s.

SECURITY OFFICER: Responsible and accountable for necessary security checks and reports, safeguarding classified information (documents and discussion) in the auditorium and seminar rooms, and complying with AFI 31-401.

SEMINAR SPOUSE REPRESENTATIVE: A student spouse volunteer who works in concert with the Division Spouse Representative to ensure all seminar spouses are kept apprised of ACSC news, events, and activities; encourages seminar spouse and family activities.

SOCIAL OFFICER: Responsible for coordinating necessary arrangements for seminar, division, and school- wide social activities. This officer generally sets the tone for the seminar social program.

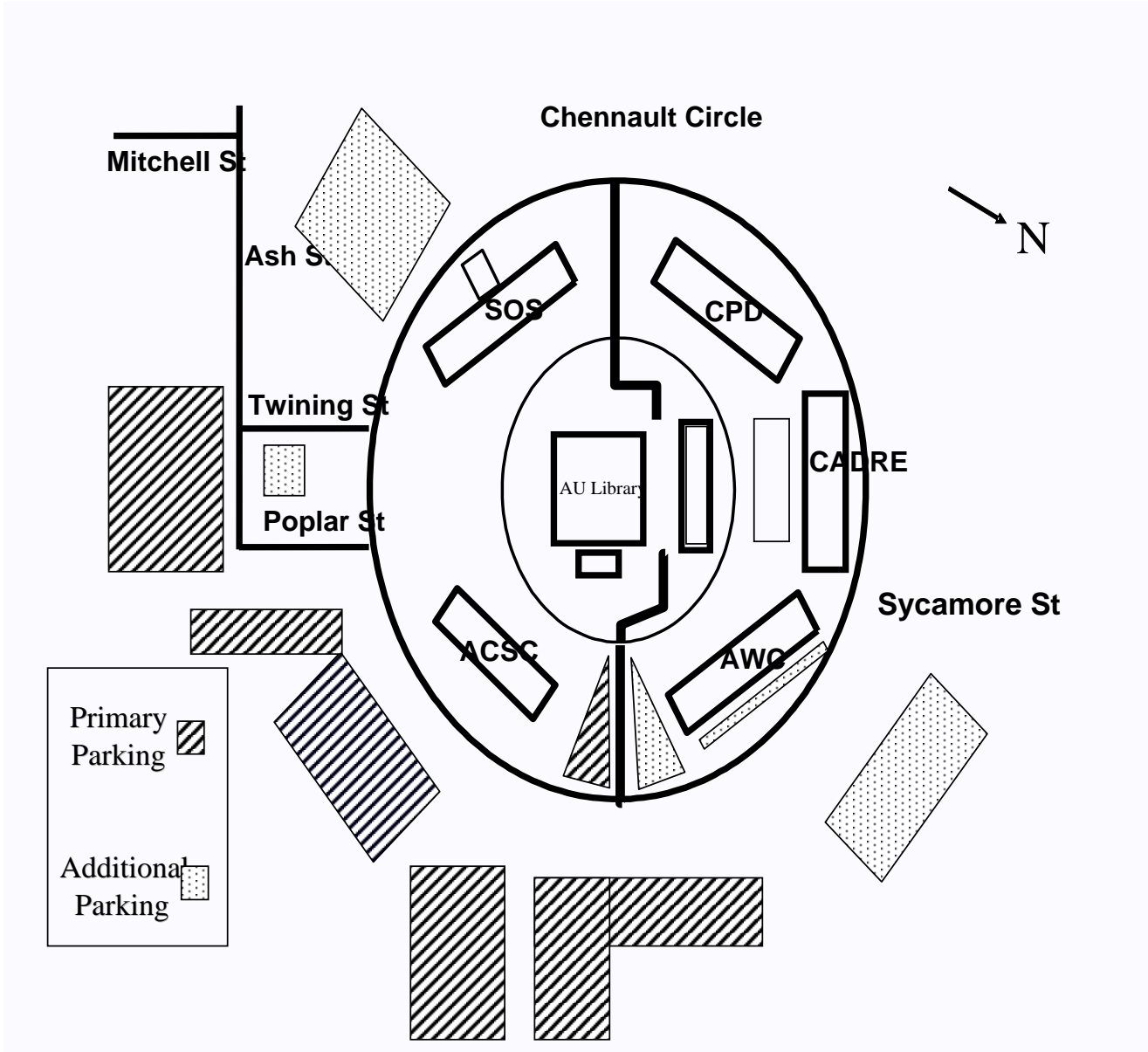
TECHNOLOGY OFFICER: Although each person is responsible for the proper use of laptops and seminar workstations, the technology representative is the focal point for ensuring seminar compliance with Air Force Instructions concerning computer use. Each seminar technology representative is the first point of contact with the Technology Office for students in the seminar. The seminar technology representative should be computer literate and familiar with the Microsoft Windows environment and software.

The technology representative's primary responsibility is to provide basic technical assistance for the seminar's computers, repair of minor software/hardware problems, and teaching seminar members to use a computer and the many software programs available on these machines. Any time the technology representative encounters a problem beyond the limits of their capabilities, they should contact the help desk for assistance.

TREASURER: Collects "Landing" fees and may maintain a seminar fund for such things as refreshment supplies; flowers, coffee, sugar, cream, cups, plates, etc.

YEARBOOK OFFICER: Acts as liaison between seminar and Yearbook Committee. Usually someone who has a camera and enjoys taking pictures.

ATTACHMENT 3
PARKING AREAS

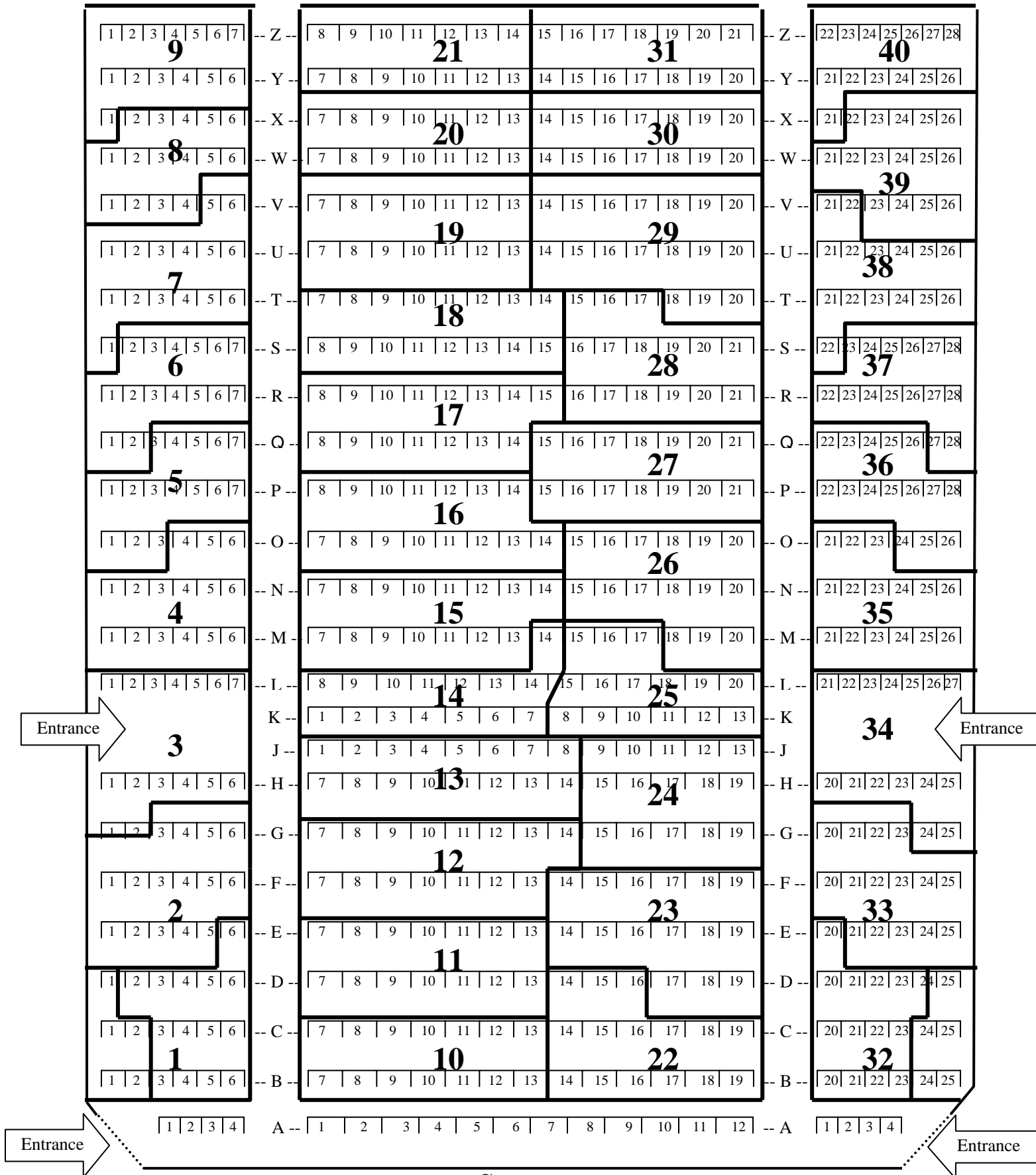
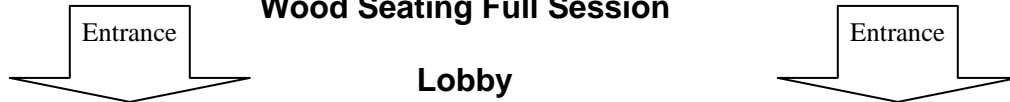


ATTACHMENT 4
21 STUS ABSENCE REQUEST FORM

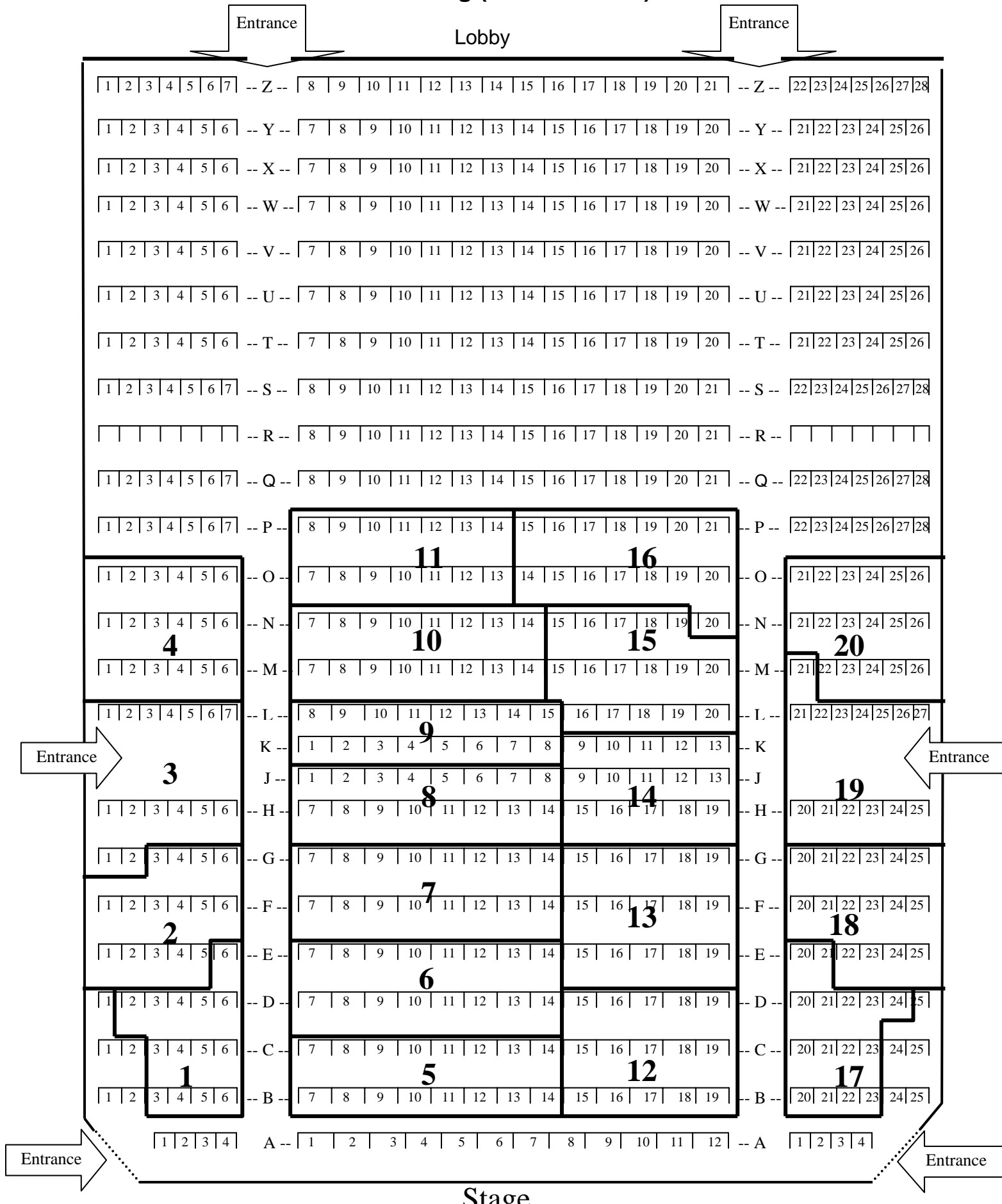
21 STUS Absence Request Coordination Sheet (To Be Submitted Two Weeks In Advance Of Routine Absences)			
Rank/Name: _____ Seminar #: _____ Today's Date: _____			
Leave/Absence Date(s) Requested: _____ Start: _____ Hour: _____ End: _____ Hour: _____			
List all classes and lectures that you will miss as a result of this absence:			
Lesson/ Lecture #	Lesson/Lecture Title	Course Instructor (CI) (Missed Class)	Date
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Reason for absence and why this cannot be accomplished outside of designated class periods and corrective action:			
Upon approval and before absence is taken, I will meet with each instructor and work out a suitable makeup plan.			
Student Signature: _____ Date: _____			
FLT/CC Comments:			
I have reviewed the validity and completeness of this absence request and forward for your consideration.			
Signature: _____ Date: _____			
IO ADO Comments:			
Signature: _____ Date: _____			
Services Component Comments:			
Signature: _____ Date: _____			
21 STUS/DO: Approved / Disapproved / Forward to 21 STUS/CC Comments and CI concerns (if required):			
Signature: _____ Date: _____			
21 STUS/CC: Approved / Disapproved Comments:			
Signature: _____ Date: _____			
Routing Instructions: IO or Sister Service members: FLT/CC will forward the form to the IO ADO, or Sister Service Advisor, who will comment and forward it on to the 21 STUS/DO. At his/her discretion, the 21 STUS/DO will contact the CI for input.			

ATTACHMENT 5
WOOD SEATING CHART

Wood Seating Full Session



Wood Seating (Division 1 & 2)



Wood Seating (Division 3 & 4)

